AMRITA SCHOOL OF MEDICINE
Centre for Allied Health Sciences
AIMS Ponekkara PO, Kochi – 682 041
Tel: 0484 – 2858131, 2858375, 2858845
Fax: 0484-2858382
Email: ahs@aims.amrita.edu
Web: www.amrita.edu

PROGRAM

MASTER OF HOSPITAL ADMINISTRATION (MHA)
(Revised with effect from 2016-2017 onwards)
SPIRITUAL PRINCIPLES IN EDUCATION

“In the gurukulas of ancient rishis, when the master spoke it was love that spoke; and at the receiving end disciple absorbed of nothing but love. Because of their love for their Master, the disciples’ hearts were like a fertile field, ready to receive the knowledge imparted by the Master. Love given and love received. Love made them open to each other. True giving and receiving take place where love is present. Real listening and ‘sraddha’ is possible only where there is love, otherwise the listener will be closed. If you are closed you will be easily dominated by anger and resentment, and nothing can enter into you”.

“Satguru Mata Amritanandamayi Devi”
Contents
Program outcomes .................................................................4
Program specific outcomes ..................................................4
Syllabus .................................................................................5
Scheme of examination .........................................................8
The programme involves didactic lectures, seminars, project work, journal club, field visits, departmental postings in rotation, specific problem solving assignments and so on so as to develop conceptual skill for planning, policy formulation and optimum utilization of resources.

**Program Outcomes (PO)**

1. PO1: Deep knowledge on the subject.
2. PO2: Better employment opportunities.
3. PO3: Thorough knowledge in professional ethics.
4. PO4: Good leadership qualities and team work.
5. PO5: Deep knowledge on research methodology.
6. PO6: Good communication skills.
7. PO7: Good teaching skills.

**Program Specific Outcomes (PSO)**

1. PSO1: Knowledge and skill in management processes involved in hospital administration.
2. PSO2: Competency in business communication and public relations.
3. PSO3: Knowledge about the use of information technology and telemedicine in healthcare.
4. PSO4: Competency in marketing management, managerial economics and human resource management.
5. PSO5: Competency in management accounting and financial management.
6. PSO6: Thorough knowledge about organization of a hospital.
7. PSO7: Core knowledge about the legal aspects of hospital administration.
8. PSO8: Knowledge about the documentation requirements.
SYLLABUS

6-month semesters.

SEMESTER --- 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHA101</td>
<td>Management Process In Hospital Administration</td>
<td>100</td>
</tr>
<tr>
<td>MHA102</td>
<td>Business Communication &amp; Public Relations</td>
<td>100</td>
</tr>
<tr>
<td>MHA103</td>
<td>Environment Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA104</td>
<td>Management Accounting</td>
<td>100</td>
</tr>
<tr>
<td>MHA105</td>
<td>Marketing Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA106</td>
<td>Managerial Economics</td>
<td>100</td>
</tr>
<tr>
<td>MHA107</td>
<td>Human Resource Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA108</td>
<td>Business Laws &amp; Medico – Legal Systems</td>
<td>100</td>
</tr>
<tr>
<td>MHA109</td>
<td>Value- Education</td>
<td></td>
</tr>
<tr>
<td>MHA110</td>
<td>Practical-Hospital Orientation</td>
<td></td>
</tr>
</tbody>
</table>

Total ----800Marks

First 3 months are devoted to in-depth interactive lectures at the end of which each student is assigned with a topic to work with under the guidance of concerned expert faculty member.

SEMESTER -----II

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHA 201</td>
<td>Financial Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA 202</td>
<td>Organisational Behaviour</td>
<td>100</td>
</tr>
<tr>
<td>MHA 203</td>
<td>Research Methodology</td>
<td>100</td>
</tr>
<tr>
<td>MHA 204</td>
<td>Information Technology In Hospital Administration</td>
<td>100</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Credits</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>MHA 205</td>
<td>Hospital Supportive Systems</td>
<td>100</td>
</tr>
<tr>
<td>MHA 206</td>
<td>Community Medicine &amp; Outreach Programme</td>
<td>100</td>
</tr>
<tr>
<td>MHA 207</td>
<td>Operations Research &amp; Bio-Statistics</td>
<td>100</td>
</tr>
<tr>
<td>MHA 208</td>
<td>Organizational Study ---Mini…</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Project --Work</td>
<td>50</td>
</tr>
<tr>
<td>MHA 209</td>
<td>Value Education</td>
<td>100</td>
</tr>
<tr>
<td>MHA 210</td>
<td>Practical -----Hospital Orientation</td>
<td>100</td>
</tr>
</tbody>
</table>

**Total ---750 Marks**

3 months of didactic lectures and afterwards each student assigned with a topic to work under the mentor. Together with, the dept.-wise posting must start---each student, 3 weeks in a dept.(on a rotation basis, each and every student will undergo this exposure to departments by the end of the course). The allotted dept. will have to be studied comprehensively by each student. They will have to correlate theoretical and practical knowledge of hospital administration and will have to be involved in problem identification, decision making and implementation through the concerned authorities.

**SEMESTER -----III**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHA301</td>
<td>Management of Hospital Operations and Services</td>
<td>100</td>
</tr>
<tr>
<td>MHA302</td>
<td>Medical Terminologies &amp; Basics of Anatomy &amp; Physiology</td>
<td>50</td>
</tr>
<tr>
<td>MHA303</td>
<td>Medical Records &amp; Documentation .</td>
<td>100</td>
</tr>
<tr>
<td>MHA304</td>
<td>Management of Nursing Services</td>
<td>100</td>
</tr>
<tr>
<td>MHA305</td>
<td>Elective --- 1 of the following 3.</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>A) Bio-Medical Waste Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B) Quality in Health Services.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C) Hospital Hazards.</td>
<td></td>
</tr>
<tr>
<td>MHA306</td>
<td>Social &amp; Ethical Issues In Hospital Administration</td>
<td>100</td>
</tr>
<tr>
<td>MHA 307</td>
<td>Strategic Management</td>
<td>100</td>
</tr>
<tr>
<td>MHA 308</td>
<td>Logistics Management</td>
<td>100</td>
</tr>
</tbody>
</table>

After 3 months, an 8-week major posting starts and it includes night duty assignments also.

**Total ---------750 Marks**
NOTE: In Elective, 1 of the given 3 should be taken.

SEMESTER ----- IV

MHA 401    Project Appraisal & Evaluation    100 marks
MHA 402    Enterprise & Resource Planning    100 “

After 2 months, major project work starts with a duration of 4 months including viva.

MHA 403    MAIN PROJECT –WORK IN HOSPITAL / HEALTH CARE ORGANISATION

Project Evaluation---------------------------------------------------------- 100

MHA 404    VIVA –VOCE    100

--------------------------------------------------------------

Total-------400 Marks

--------------------------------------------------------------

GRAND TOTAL MARKS FOR THE FULL COURSE.

2700 ---------------
SCHEME OF EXAMINATION
---------------------------------------
Max. 100 Marks for each paper. (GRAND TOTAL)--------
Ie; Internal Marks=40+ Marks for University Exam.=60.

Internal assessment will include---
1) One midterm Exam.( model exam.)---20 marks.
2) seminars,assignments,presentations.—20marks.

For full papers with 100 marks
Internal Marks will be 40.
Marks for university exam. will be 60( 3 hours duration).

35% (14 marks) is required for qualifying in the Internal Assessment.
50% separate minimum is required( 30 marks) for qualifying in the university exam.

A total of 50% (50 marks) is required for a pass in the University Exam.

---------- Only those who pass in the Internal Assessment will be eligible to appear for the University Exam.
---------- 80% attendance is mandatory for each subject.

For half papers with 50 marks.
Internal Marks will be 20.
Marks for University Exam. will be 30.( 1 ½ hours duration).
35% in internal ( 7 marks) with 80% attendance is the minimum eligibility for appearing in the university exam.
50% separate minimum is required (15 marks) for qualifying in the uni.exam.

A total of 50% marks( 25 ) is mandatory for a pass in the University exam.

MINI PROJECT
Students will have to do an ORGANISATIONAL STUDY in some Hospitals/ Health care centers, at the end of 2nd semester for which they will be assessed internally. The duration for this will be 15 days, at the end of which they will submit a mini – project.

**MAIN PROJECT IN THE 4TH SEM.**

IN SOME REPUTED HOSPITALS / HEALTH CARE CENTERS.

DURATION ----4 months
AT THE END OF WHICH THE MAJOR PROJECT HAS TO BE SUBMITTED, WHICH WILL BE ASSESSED by a Board involving an external Expert, through project evaluation and Viva—Voce.

*****

SEMESTER – 1
MHA 101 Management Process In Hospital Administration.

**Course Outcome :**


2. CO2: Knowledge of Hospital Organization Structure & Charts, the Chief Executive officer(CEO), duties, responsibilities and functions of CEO, management of the hospital, professional management of the hospital, Committee organizations, advantages and disadvantages of committees, recruitment and selection. Orientation, Training and development, readying the hospital to operate professionally, organizing, directing and leading, controlling.

3. CO3: Knowledge of Hospital Management: Introduction, Administrative services, financial management unit, functions, location, design and other requirements of financial management unit, internal control, Human resources management, functions, location and design, public relations department, functions and organization, medical records, hospital infection, hospital utilization statistics, materials management, Clinical supportive services, radiology services, laboratory services, operation theatre suite, pharmacy, central sterile supply department (CSSD) evaluation of hospital services, functional hospital organization, disposal of hospital waste and sewage management.

4. CO4: Knowledge and skill in Public relations in hospitals, ethical and legal aspects of hospital administration, quality assurance through record review and medical audit.
Hospital Information System (HIS), points to be considered while selecting a system, organization of the system, common mistakes in selecting IT system, comprehensive HIS.

5. CO5: Skill in Quality Assurance, Hospital information system

Course Objective
The objective of this course is to introduce some topics in hospital administration, develop basic administrative skills and capabilities along with the professional competence for the students for grooming them in to future healthcare personnel responsible for health care administration.

Course Contents:

The basis of management theory and science -1 hr
Essentials for successful management -1 hr
Concepts of management -1 hr
Evolution of Management Thought -3 hrs
Classical Management Theories -2 hrs

Planning -2 hrs
Organizing -2 hrs
Staffing -2 hrs
Directing -2 hrs
Controlling -2 hrs
Decision Making -2 hrs
Co-ordinating -1 hr
Management by objectives -1 hr
Time Management -1 hr

Hospital Administration -2 hrs
Role of Hospitals in healthcare -2 hrs
Introduction to Hospital planning and design -1 hr
Healthcare scenario in India -1 hr

Supportive Services -1 hr
Administrative services: Financial management -1 hr
Human resource department -2 hrs
Public relations department -1 hr
Materials management -1 hr
Disposal of hospital waste -1 hr

Quality Assurance -1 hr
Hospital information system -3 hrs

Total -40 hrs

**Detailed Course Plan:**

Unit I

Unit II

Hospital planning and Design, planning, organizing, directing and leading, controlling and financial management, health care scenario in India, Clinical supportive services, radiology services, laboratory services, operation theatre suite, pharmacy, central sterile supply department (CSSD), Ventillation aspects of the hospital, Maintainance of sterile environment in the hospital

Unit III

Hospital Management : Introduction, Administrative services, financial management unit, functions, location, design and other requirements of financial management unit, internal control, Human resources management, functions, location and design, public relations department, functions and organization, medical records, hospital infection, hospital utilization statistics, materials management, evaluation of hospital services, functional hospital organization, disposal of hospital waste and sewage management.

Unit IV

Public relations in hospitals, ethical and legal aspects of hospital administration, quality assurance through record review and medical audit. Hospital Information System (HIS), points to be considered while selecting a system, organization of the system, common mistakes in selecting IT system, comprehensive HIS.

Unit V

Quality Assurance, Hospital information system
Hospital ethics
Reference Books

2. N.V.Dave: Hospital Management , Deep and Deep Publications, New Delhi, 1999
3. Brig.Dr.M.A.George-Hospital Administrator
MHA 102 Business Communication and Public Relations.

Course Outcome:


2. CO2: Knowledge of Essentials of effective communication–Communication Skills (for oral, written, non-verbal and other methods)-Written Communication-Paragraphs and sentences, selection of words, punctuation, spellings-Three-stage process of good writing-Forms of written communication-Oral Communication- Forms of Oral Communication-Non-verbal communication-Organizational body language.

3. CO3: Knowledge of The concept of Public Relations, Definition, What is and is not PR, ‘Public’ in PR, History of PR, Corporate Image, Strengths of a PR professional, Duties and responsibilities of a PR manager, The PR process, Models of PR (Grunig’s models, open and closed systems models), Disparate roles of PR professionals (Broom and Smith), Tools of public relations, Anticipating issues and issues management.

4. CO4: Knowledge of PR in the Government, PR in developing countries, Corporate Social Responsibility (CSR) and PR, PR and community welfare ,PR and publicity stunts, PR and industrial relations, Lobbying and PR, PR as a part of Integrated Marketing Communication (IMC), PR support to marketing, Corporate advertising, Popular PR bodies/associations.

Courses Objectives:
Communication is a thread used to connect the strewn activities of any modern organization. A healthy organization today attaches paramount important to the role of perfect and effective communication for internal and public relation activities .This course is an attempt to impart good managerial communication skills to the trainees.

Courses Contents:
Detailed Course Plan

Unit –I
**Unit II**
Essentials of effective communication—Communication Skills (for oral, written, non-verbal and other methods)—Written Communication—Paragraphs and sentences, selection of words, punctuation, spellings—Three-stage process of good writing—Forms of written communication—Oral Communication—Forms of Oral Communication—Non-verbal communication—Organizational body language

**Unit III**
IT: definition and characteristics, IT and communication—Computer—basic components and types, Integrated Services Digital network (ISDN), Local Area Network (LAN), Wide Area Network (WAN), Internet, World Wide Web (WWW), Intranet, Videoconferencing, Multimedia, Business Process Outsourcing (BPO), Knowledge Process Outsourcing (KPO), Facets of modern business communication (Social media, shared digital workspaces, use of videos, transparency, intercultural communication, digital language), Importance of IT enabled communication in modern business

**Unit IV**
The concept of Public Relations, Definition, What is and is not PR, ‘Public’ in PR, History of PR, Corporate Image, Strengths of a PR professional, Duties and responsibilities of a PR manager, The PR process, Models of PR (Grunig’s models, open and closed systems models), Disparate roles of PR professionals (Broom and Smith), Tools of public relations, Anticipating issues and issues management

**Unit V**
PR in the Government, PR in developing countries, Corporate Social Responsibility (CSR) and PR, PR and community welfare, PR and publicity stunts, PR and industrial relations, Lobbying and PR, PR as a part of Integrated Marketing Communication (IMC), PR support to marketing, Corporate advertising, Popular PR bodies/associations

**Text Books:**
Main Reading:
MHA 103 Environment Management

CO1: Knowledge of Ecology, Community and Ecosystem
CO2: Knowledge of Population and Community Ecology
CO3: Knowledge of Biogeography
CO4: Knowledge of Bioresource Management
CO5: Knowledge of Impact of urbanization and industrialization, Environmental Impact Assessment, Restoration of degraded ecosystems
CO6: Knowledge of Environmental Issues, Policies and regulation

Courses Objectives:

The Social responsibility is very much important in modern Business Management. The objective of this course is to create an awareness of Ecology and Environment. The management of which is very important in any business.

Unit I –Introduction to Ecology, Community and Ecosystem

Inter-relationships between the living world and environment, biosphere and its components (abiotic and biotic). Environment concepts (theory of tolerance, laws of limiting factors) Community characteristics – organization and succession in different habitats. Bioenergetics and biogeochemical cycles, concept of habitat and niche.
(Ch 4 Allaby, Ch 20, 21, 22 Smith, Ch 3 Miller)
Sustainable development

Unit II – Population and Community Ecology

Population attributes, density, natality, mortality, age ratio, sex ratio, dispersal and dispersion of population, exponential and logistic growth, life history strategies, population interactions, predation types, predator-prey system, functional and numerical response, host-parasite interactions, social parasitism, symbiosis (Part 4 and 5 Smith, Ch 6, 7 Miller Age pyramids
Unit III – Biogeography

Phytogeography, phytogeographic region of the world, major plant communities of the world, vegetation of India. Zoogeography: Barriers for dispersal, means of dispersal, Zoogeographic regions of the world (Part 23, 24, 25 Smith)

Unit IV - Bioresource Management

Biodiversity and regional conservation strategies success stories with reference to India and sustainable utilization. Principles of Wildlife management, Wildlife sanctuaries, protection of the wildlife. Parks and biosphere reserve in India, endangered and threatened species of plants and animals in India, germplasm banks (Unit 4 Mishra, Ch 6 Allaby, Ch 4, 8, 9 Miller).

Unit V Environmental Issues, Policies and regulation

Impact of urbanization and industrialization, Environmental Impact Assessment, Restoration of degraded ecosystems, bioremediation, Environmental Pollution, Global climatic change (unit 8 Mishra, Ch 27, 29 Smith, Ch 11, 15, 16 Miller)

Recommended readings

MHA 104 Management Accounting

Course Outcome
1. CO1: Knowledge of Book Keeping, objectives, terms used in accounting, accounting concepts, account conventions, account, types of accounts, journal, compound journal entries, banking transactions, ledger, trial balance, trading and profit and loss accounts, balance sheet.
2. CO2: Knowledge of Cost, Costing, cost accounting, elements of cost, cost sheet, treatment of stock while preparing cost sheet, until costing.
3. CO3: Skill in Management Accounting, meaning and definition, management accountant, tools of management accounting, ratio analysis, meaning, advantages and limitations, profit ability ratios, liquidity ratios, activity ratios, leverage ratios.
4. CO4: Skill in Marginal costing, marginal cost, advantages and disadvantages, break even analysis, contribution, P/V ratio, break even point, margin of safety.
5. CO5: Familiarity with Budget, budgetary control, objectives, functional budgets, cash budget, production budget, purchase budget, master budget.
Course Objective

The objective of this course is to provide the students an understanding about the financial and cost accounting system and its applications in managerial decision making.

Course Contents:

<table>
<thead>
<tr>
<th>Course Content</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Financial Accounting</td>
<td>1 hr</td>
</tr>
<tr>
<td>Journal</td>
<td>3 hrs</td>
</tr>
<tr>
<td>Ledger</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Trial Balance</td>
<td>1 hr</td>
</tr>
<tr>
<td>Financial Accounts</td>
<td>5 hrs</td>
</tr>
<tr>
<td>Cost Accounting</td>
<td>1 hr</td>
</tr>
<tr>
<td>Cost Sheet</td>
<td>2 hrs</td>
</tr>
<tr>
<td>Unit Costing</td>
<td>1 hr</td>
</tr>
<tr>
<td>Management Accounting: Meaning and definition</td>
<td>1 hr</td>
</tr>
<tr>
<td>Management Accountant</td>
<td>1 hr</td>
</tr>
<tr>
<td>Ratio Analysis</td>
<td>4 hrs</td>
</tr>
<tr>
<td>Marginal Costing: Meaning and definition</td>
<td>1 hr</td>
</tr>
<tr>
<td>Break Even Analysis</td>
<td>3 hrs</td>
</tr>
<tr>
<td>Budgetary Control, Budget</td>
<td>1 hr</td>
</tr>
<tr>
<td>Functional Budgets</td>
<td>3 hrs</td>
</tr>
</tbody>
</table>

Total: 30 hrs

Detailed Course Plan

Unit -I

Book Keeping, objectives, terms used in accounting, accounting concepts, accounting conventions, account, types of accounts, journal, compound journal entries, banking transactions, ledger, trial balance, trading and profit and loss accounts, balance sheet.

Unit-II

Cost, Costing, cost accounting, elements of cost, cost sheet, treatment of stock while preparing cost sheet, until costing.

Unit –III
Management Accounting, meaning and definition, management accountant, tools of management accounting, ratio analysis, meaning, advantages and limitations, profitability ratios, liquidity ratios, activity ratios, leverage ratios.

Unit –IV

Marginal costing, marginal cost, advantages and disadvantages, break even analysis, contribution, P/V ratio, break even point, margin of safety. Cost effective and cost benefit analysis

Unit –V

Budget, budgetary control, objectives, functional budgets, cash budget, production budget, purchase budget, master budget. Formulating budgets for outreach activities

Text Books:
Main Reading:
2. S.P. Jain and K.L Narang –Cost Accounting, Kalyani Publishers
3. R.S. N.Pillai and Bagavathi: Management Accounting, S. Chand

Reference Texts:
1. Juneja –Accounting for XI, Kalyani Publishers
2. S. N.Maheswary: Management Accounting, Sultan Chand.

MHA 105 Marketing Management

Course Outcome :
1. CO1: Knowledge and skill in Cotemporary Marketing, Marketing Concepts, Misconceptions about marketing. Sellers vs. buyer’s market, Marketing variables, Marketing planning, marketing audit, Marketing research, Factors influencing Consumer Behavior, Human needs: per-ception and Attitude, Marketing Mix Strategies.


3. CO3: Knowledge and skill in Marketing in hospitals, Application of marketing principles to hospitals, Annual mar-keting plan, Marketing process in hospitals, Consumer research,
The Four Ps, Product, price, Place, Promotion, The Fifth P, Benefits of marketing, Marketing programmes in relation to the public and patients, Marketing a new hospital.

4. CO4: Knowledge and skill in Marketing Special Services in hospitals, women’s health care, maternity services, Obstetrical practice, Alternate birthing centers, LDRP suits, Geriatric services, Psychiatric care, Referral sources, Special clinics, Health promotion programme for women, Women’s unique psychiatric needs.

5. CO5: Knowledge of Economic imperatives, Need for marketing, Redefining objectives and mission, marketing corporate Health services, some examples of how programmes can be marketed.

Courses Objective:

The booming world of marketing is one that can ignore the topics in the business Scenario. This course is an effort to impart an in-depth knowledge and techniques to students for promoting hospital products and services. Aimed at understanding the market forces, which determine the services offered, the importance of the role of marketing in quality management and organizational development.

Courses Contents:

- Marketing Concepts - 1hr
- Contemporary marketing - 1hr
- Marketing Variables - 1hr
- Marketing planning - 1hr
- Consumer behavior - 1hr
- Marketing mix strategies - 1hr
- Development of a new product - 1hr
- Product planning - 1hr
- Pricing and promotional strategies - 1hr
- Advertising - 1hr
- Customer satisfaction - 1hr
- Marketing ethics - 1hr
- Marketing in hospitals - 1hr
- Marketing principles - 1hr
- Marketing process - 1hr
- Consumer research - 1hr
- Benefits of marketing - 1hr
- Marketing a new hospital - 1hr
- Marketing special services in hospitals - 2hrs
- Women’s health care - 1hr
- Geriatric services - 2hrs
- Health Promotion programme - 1hr
- Women’s unique psychiatric needs - 1hr
Economic imperatives -2hrs
Need for marketing -1hr
Marketing corporate health services -2hrs

**Total** -30hrs

**Detail Course plan**

**Unit-I**

Contemporary Marketing, Marketing Concepts, Misconceptions about marketing. Sellers vs. buyer’s market, Marketing variables, Marketing planning, Marketing audit, Marketing research, Factors influencing Consumer Behavior, Human needs: perception and attitude, Marketing Mix Strategies.

**Unit-II**


**Unit-III**

Marketing in hospitals, Application of marketing principles to hospitals, Annual marketing plan, Marketing process in hospitals, Consumer research, The Four Ps, Product, price, Place, Promotion, The Fifth P, Benefits of marketing, Marketing programmes in relation to the public and patients, Marketing a new hospital. Role of mass media

**Unit-IV**

Marketing Special Services in hospitals, women’s health care, maternity services, Obstetrical practice, Alternate birthing centers, LDRP suits, Geriatric services, Psychiatric care, Referral sources, Special clinics, Outreach activities, Health promotion programme for women, Women’s unique psychiatric needs, Women empowerment

**Unit –V**

Economic imperatives, Need for marketing, Redefining objectives and mission, marketing corporate Health services, some examples of how programmes can be marketed.

**Text Books:**
**Main Reading:**

Reference:


MHA 106 Managerial Economics

Course Outcome

1. CO1: Knowledge of Economics of Medical Care –Demand for medical care analysis- Utility theory-Consumer surplus Elasticity of demand, Need Vs demand – Law of demand, De-mand curve –Role of physicians ,Demand for health insurance- Cost analysis – Production function – Short run – Long run cost function – Low of diminishing returns- Returns of scale allocation of resources to medical care Application of health production function


6. Course Objective:
The course intent to chisel and mould the students into better managers of tomorrow by delivering a knowledge which is a blend of integrated economic theory with business practice for the purpose of facilitating decision-making and forward planning by management.

**Course Content:**

- **Economics of Medical Care**
  - Demand for medical care analysis
  - Utility theory, Consumer surplus
  - Elasticity of demand, Need Vs demand
  - Law of demand, demand curve, Role of physicians
  - Demand for health insurance, Cost analysis, Production Function
  - Short run, Long run cost function Law of diminishing returns
  - Returns of scale allocation of resources to medical care
  - Application of health production function

- **Market of Hospital services:**
  - Hospital markets Types,
  - Perfection competition, impact competition
  - Monopoly, oligopoly, monopolistic competition
  - Determination
  - Output and prices, Physician services, market
  - Hospital cost inflation

- **Pricing for hospital services**
  - Under perfect competition, under pure monopoly
  - Break-even analysis, techniques and applications
  - Capital Budgeting, principles, monetary and fiscal policies
  - Pay back period, NPV, IPR, risk
  - Certainty, uncertainty in investment decisions

- **Make or buy concept**
  - Private Vs Public Goods, spill over effects
  - Cost benefit analysis, cost effectiveness analysis
  - Cost utility analysis, shadow prices, social Costs
  - Social benefits
  - Analysis of cost of medical care –supply function

- **Extent of economics of scale in hospitals**
  - Optimum size of health facilities

- **Budget:**
  - Central and State Government budget
Economic fluctuations in health industry, business Vs Service -2hrs
Business cycles, business policy, inflation, deflation
Economic forecasting for business. -2hrs
International trade, foreign exchange,
Spot and forward exchange markets
International Monetary system –IMF and SDR -2hrs

Total -30hrs

Detail Course plan

Unit -I

Economics of Medical Care –Demand for medical care analysis-Utility theory-
Consumer surplus Elasticity of demand, Need Vs demand –Law of demand, Demand
curve –Role of physicians, Demand for health insurance- Cost analysis –
Production function –Short run –Long run cost function – Low of diminishing returns-
Returns of scale allocation of resources to medical care Application of health production
function

Unit –II

Market of Hospital Services: Hospital markets –Types –perfect competition –imperfect
competition Monopoly –oligopoly –monopolistic competition –Determination of output and
prices –Physician services, market –Hospital cost inflation

Unit –III

Pricing for hospital services –Under perfect competition, under pure monopoly – Break –
even analysis, techniques and application – Capital Budgeting, principles – monetary and
fiscal policies Pay back period –NPV –IRR- risk –Certainty, uncertainty in investment
decisions

Unit –IV

Make or buy concept –Private Vs Public Goods- spillover effects –Cost benefit analysis –
cost effectiveness analysis- Cost utility analysis –shadow prices –social costs –social benefits
–Analysis of cost of medical care –supply function –least cost combination economic
efficiency in production structure –five-year plans

Unit –V

Extent of economic of scale in hospitals –Optimum size of health facilities –Budget: Central
and Government budget- Economic fluctuations in health industry –business Vs Service
business cycles business policy –inflation –deflation economic forecasting for business
International trade- foreign exchange –spot and forward exchange markets International
Monetary system –IMF and SDR

Reference Books:

1. R.L Varshney, K.L .Maheswary: Managerial Economics, Sultan Chand& Sons
   Educational Publishers, New Delhi

MHA107 Human Resource Management

Course outcome

1. CO1: Knowledge of HRM Process, Evolution of personnel Management in India, Personal Management in hospitals, Nature, Scope, Definition and Objectives of personal Management as a Profession in Hospitals, Organizing the HR Department, Internal Organization of the HR Department, HR Plan, Philosophy, Objectives, Policies, Functions, Tools of the HR Department, Role &Functions of HR Manager.
2. CO2: Knowledge of Recruitment, selection and placement, Nature, Scope and objectives of Manpower planning, Preparing and Writing an Advertisement, Hiring the Right Employees, Recruitment, Sources of Requirements, Analyzing a Resume, Interview Techniques, Selection, Test on skills, Knowledge and IQ, What Can Go Wrong in an interview?, Following up the Applicants, Screening Profile, Checking References, Involving Oth-er Staff in the Review, Medical Screening as a Condition of Employment, Telling Other Applicants “ No, Thank You “Induction, Extending/Curtailing Probation, Con-firmation, Promotion, Transfer, Separation, Disciplinary Procedure, Termination, Exit Interview.

Course objective:
This course is a modest attempt towards understanding the human resource functionalities in a typical hospital having varied specialties with supportive services. In managing medical office personal, knowledge of modern management techniques in HR is of most importance.

Course Contents:
Human Resource Management: Introduction -1hr
Personnel Management -1hr
Organizing the HR Department -1hr
Role and functions of Hr Manager -1hr
Recruitment, selection and placement: introduction -2hr
Manpower planning -1hr
Recruitment -1hr
Interview techniques -2hrs
Selection process -2hrs
Disciplinary procedure -1hr
Exit interview -2hrs
Training and development: Introduction -1hr
Training –purpose and advantages -2hrs
Types of training -1hr
Evaluation of training -2hrs
Training programme -1hr
HR Administration -1hr
Employee’s performance appraisal -2hrs
Requisites of a good appraisal -1hr
Work Environment -1hr
Morale -1hr
Employee participation in Management -1hr
Wage and salary Administration -1hr
Trade Unions -1hr
Grievances -1hr
Organizational disputes -1hr
Employee welfare aspects -1hr
Labour Laws -6hrs
Total -40 hrs

Detailed Course Plan

Unit I

Introduction,HRM Process,Evoluton of personnel Management in India, Personal Management in hospitals, Nature, Scope, Definition and Objectives of personal Management as a Profession
in Hospitals, Organizing the HR Department, Internal Organization of the HR Department, HR Plan, Philosophy, Objectives, Policies, Functions, Tools of the HR Department, Role & Functions of HR Manager.

Unit II

Recruitment, selection and placement, Nature, Scope and objectives of Manpower planning, Preparing and Writing an Advertisement, Hiring the Right Employees, Recruitment, Sources of Requirements, Analyzing a Resume, Interview Techniques, Selection, Test on skills, Knowledge and IQ, What Can Go Wrong in an interview?, Following up the Applicants, Screening Profile, Checking References, Involving Other Staff in the Review, Medical Screening as a Condition of Employment, Telling Other Applicants “No, Thank You “, Induction, Extending/Curtailing Probation, Confirmation, Promotion, Transfer, Separation, Disciplinary Procedure, Termination, Exit Interview.

Unit III


Unit IV


Unit V


Text Books:
1. R.O. Goyal: Handbook of Hospital personnel Management, Prentice Hall of India, New Delhi, 1993

Reference Text:


MHA 108 Business Laws and Medico –Legal Systems

Course outcome:

1. CO1: Knowledge of Constitutional Provisions relating to health and medical practice.
2. CO2: Knowledge of Medical Ethics and Conflicting Interest in Health Care
3. CO3: Knowledge of laws on medical negligence.
4. CO4: Knowledge of liability of medical professionals under various laws.
5. CO5: Skill in determination of liability and compensation.

Course Objectives:

Hospital a place of subtle environment has its legal framework to protect the hospital as well as the patients. The relevant laws are imparted to the students keeping in mind the future needs to handle administrative routines in such issues:

I. Constitutional Provisions relating to health and medical practice.
   1. Basic tenants of Constitutional Law
   2. Preamble to the Constitution
   3. Fundamental Rights and their application
   4. Article 21 and its relevance in Health Care
   5. Directive Principles of State Policy

II. Medical Ethics and Conflicting Interest in Health Care
   A. Medico-legal aspects of clinical practice
      1. Medico-legal case
2. Duties and obligations of Doctors

B. Pre-requisites of Medical Practice
   a. Consent
      i. Relevance of consent
      ii. Necessity of consent
      iii. Validity of consent
      iv. Refusal of treatment
      v. Consent – vulnerable group
      vi. Consent in an emergency
   b. Professional secrets/privileged communication

III. Introduction to law of medical negligence
   i. Negligence – Definition
   ii. Essentials / Components of negligence
   iii. Duty of care
   iv. Standard of care
   v. What is not negligence
   vi. Defenses to the law of negligence

IV. Liability of Medical professionals under various laws
   i. Negligence as a tort
   ii. Negligence under Contract
   iii. Negligence as a Crime
   iv. Negligence under the consumer law

V. Determination of liability and compensation
   i. Liability under the general law
      1. Individual liability
      2. Vicarious liability
   ii. Liability under the Consumer Law
      1. Professional service
      2. Professional service free of cost
      3. Contract of personal service
      4. Deficiency in service

VI. Consumer Dispute Redressal Agencies
   1. District Forum
   2. State Commission
   3. National Commission

VII. Relevant Acts/legislations applicable to hospitals and its importance
   i. Indian Medical Council Act 1956 and code of conduct, ethics and etiquette
   ii. Dental council Act
   iii. Indian nursing council Act
iv. Transplantation of human Organs Act 1994
v. Medical Termination Of pregnancy Act 1971
vi. Prenatal diagnostics Techniques (Regulation and Prevention of Misuse) Act 1994
vii. Drugs and Cosmetic Act 1940
viii. Environmental Protection Act (Biomedical Waste management Handling Rules)
ix. Atomic energy Act (Radiation Protection Rules)
x. Mental health Act 1987
xi. Disability Act

VIII. Biomedical research
   i. Ethical issues
   ii. Relevance of ICMR guidelines
   iii. Relevance of Schedule Y guidelines (Drugs And Cosmetic Act)

IX. Important legal aspects of Medical Documentation for
   1. Patients
   2. Physician/Doctors
   3. Hospital
   4. Public health
   5. Medical Education / Research

X. Law relating to death in hospital

XI. Law of Contracts
   1. Definition and Object of the law of Contract
   2. Essential elements of a valid contract
   3. Classification of contract
   4. Definition of Consideration
   5. Legal rules as to consideration
   6. Remedies for the breach of contract

References:


**MHA109 Value Education (First Sem)**
CO1: The attitude to be a good human being, with the curiosity to continue lifelong learning.
CO2: The conviction to do service to humanity - to put the interests of the individual patient as the foremost priority. Acquisition of values of gender sensitivity, environment & sustainability.

**MHA110 Practical - Hospital Orientation (First Sem)**
CO1: Orientation with the workings of the hospital administration department.
CO2: Orientation with the workings of the patient care system.

Competency in familiarizing with hospital administration department and understanding the workings of the patient care system

**SEMESTER II**

MHA 201 Financial Management

**Course Outcome:**

2. "CO2: Knowledge of time Preference rate - Compound value – Present Value
3. Forecasting of income Statement – Concepts – Types – Factors affecting the determination of working capital – theories of working capital"
4. CO3: Skill in Working capital Management – Concepts - Types - Factors affecting the determination of working capital
5. CO4: Skill in Cash Management – objectives – Minimum Cash requirement – different approaches for decision making – formation strategies

Course Objective:
The course is intended to help the students to acquaint themselves with the basic concepts of financial planning and control and its applications in the financial decision making and its utility as an indispensable part of hospital administration and quality control.

Course Content

<table>
<thead>
<tr>
<th>Topic</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Management –Concepts, Objectives, Scope &amp; Function</td>
<td>3hrs</td>
</tr>
<tr>
<td>Forecasting of income statement</td>
<td>3hrs</td>
</tr>
<tr>
<td>Working capital Management</td>
<td>3hrs</td>
</tr>
<tr>
<td>Cash Management</td>
<td>3hrs</td>
</tr>
<tr>
<td>Current asset Management</td>
<td>5hrs</td>
</tr>
<tr>
<td>Leverage</td>
<td>3hrs</td>
</tr>
<tr>
<td>Capital Budgeting</td>
<td>5hrs</td>
</tr>
<tr>
<td>Theories of Capital structure</td>
<td>2hrs</td>
</tr>
<tr>
<td>Dividend</td>
<td>3hrs</td>
</tr>
<tr>
<td>Cost &amp; Analysis</td>
<td>2hrs</td>
</tr>
<tr>
<td>Stock Exchange Market</td>
<td>3hrs</td>
</tr>
<tr>
<td>Total</td>
<td>35 hrs</td>
</tr>
</tbody>
</table>

Detailed Course Plan:

**Financial Management – Concepts –Objectives –scope –Functions**

Time Value of money –time Preference rate-Compound value –Present Value

Forecasting of income Statement –Concepts- Types –Factors affecting the determination of working capital – theories of working capital

**Working capital Management** –Concepts - Types -Factors affecting the determination of working capital

Cash Management –objectives – Minimum Cash requirement –different approaches for decision making –formation strategies


Theories of Capital structure – NI – NOI – MM approach – cost of capital – determination of cost individual source of finance – Procedure to find out capital structure of a firm


**Cost and Analysis – Cost benefit Analysis** – Cost effectiveness analysis – ratio Analysis – Types – Uses

Value and rate of return calculations – Valuation of firm and Shares – different methods of determination of value of shares – Value of firm – registration of firm in stock exchanges – stock exchange working procedure

Reference Text:


MHA 202 Organisational Behaviour

**Course outcome:**

1. CO1: Knowledge of Organizational Behavior Concepts, scope and importance, various approaches to measure effectiveness, managerial effectiveness, organizational change, factors, planned change, response to change, resistance to change, organizational growth
and change, organizational development, concept and progress, OD interventions, sensitivity training and grid training, management by objectives. Individual behaviour, ability, intellectual and physical abilities, Creativity in management, values and behaviour, factors in value formation, types of values, value system for Indian managers, importance, job satisfaction, measuring job satisfaction, effect of job satisfaction on employee performance. Group Dynamics, types of group – formal and informal group, group cohesiveness, individual and group decision making, team building”.

2. CO2: Knowledge of Organization theory, scientific management, different organization theories, contingent factors in organization structure, environment, strategy, technology, size of organization, design of organization structure, departmentation, bases of departmentation, span of management, delegation of authority, centralization and decentralization, forms of organization structure, line and staff organization structure, line and staff conflict, functional organization structure. Management of change, planned change, forces for change, responses to change, types of planned change, conflict management, competition vs. conflict, conflict management strategies, job stress, sources of stress, management of stress, ethics, managerial or business ethics, determinants of ethics, ethical guidelines for managers, values, social responsibilities of business.”

3. CO3: Knowledge of Nature of human behaviour, human behaviour approach, organizational behaviour models, process of behaviour, models of man, limits on rationality, Perception, concept of perception, meaning and importance, link between perception and individual decision making, perceptual process, perceptual organization, interpersonal perception, managerial applications of perception. Learning, components of learning process, factors affecting learning, learning theories, conditioning theory, cognitive learning theory, social learning theory, reinforcement, types of reinforcement, administrative reinforcement, motivation, motivation and behaviour, theories of motivation, Maslow’s Theory, McClelland’s Need Theory, Contingency approach to motivation, McGregor’s Approach to motivation, Theory X and Y, Important elements of a sound motivational system.

4. CO4: Knowledge of Personality, concept of personality, personality theories, personality development, determinants of personality, personality and behaviour, organizational applications of personality, personality traits and personality attributes influencing organizational behaviour, decision making, rational decision making progress, ethics in decision making.

5. CO5: Knowledge of Attitudes, Theories of attitude formation, factors in attitude formation, attitude measurement, attitude, interpersonal behaviour, transitional analysis, levels of self awareness, ego status, life positions, transactions, stroking, psychological games, benefits and uses of transactional analysis. Concept of leadership, leadership theories, leadership styles, employee - production orientation, managerial grid, tri-dimensional grid, Fiedler’s Contingency model, Hursey- Blanchard’s Situation Model,
Course Objectives

A Modern Health care setting today consists of a complex mechanism of technology and human resources. The major problem of a hospital organization is to get the maximum possible advantage of human resource potential. Behaviour of human being determines these efforts and contributions. Therefore it is imperative to understand the total behaviour of a person related to the health care whether for services or beneficiary purpose. This course is offered with a perception of importing the required knowledge of human behaviour and its implication in the organization structure.

Course Contents:
Organizational Behavior - 4 hrs
Individual behavior - 4 hrs
Organizational Theory - 5 hrs
Management of change - 4 hrs
Nature of human behavior - 5 hrs
Learning - 4 hrs
Personality - 5 hrs
Attitude - 4 hrs

Total - 35 hrs

Detailed Course Plan
Unit I
Organizational Behavior Concepts, scope and importance, various approaches to measure effectiveness, managerial effectiveness, organizational change, factors, planned change, response to change, resistance to change, organizational growth and change, organizational development, concept and progress, OD interventions, sensitivity training and grid training, management by objectives.

Individual behaviour, ability, intellectual and physical abilities, Creativity in management, values and behaviour, factors in value formation, types of values, value system for Indian managers, importance, job satisfaction, measuring job satisfaction, effect of job satisfaction on employee performance. Group Dynamics, types of group – formal and informal group, group cohesiveness, individual and group decision making, team building

Unit II
Organization theory, scientific management, different organization theories, contingent factors in organization structure, environment, strategy, technology, size of organization, design of organization structure, departmentation, bases of departmentation, span of management, delegation of authority, centralization and decentralization, forms of organization structure, line and staff organization structure, line and staff conflict, functional organization structure.

Management of change, planned change, forces for change, responses to change, types of planned change, conflict management, competition vs. conflict, conflict management strategies, job stress, sources of stress, management of stress, ethics, managerial or business ethics, determinants of ethics, ethical guidelines for managers, values, social responsibilities of business.

Unit III

Nature of human behaviour, human behaviour approach, organizational behaviour models, process of behaviour, models of man, limits on rationality, Perception, concept of perception, meaning and importance, link between perception and individual decision making, perceptual process, perceptual organization, interpersonal perception, managerial applications of perception. Learning, components of learning process, factors affecting learning, learning theories, conditioning theory, cognitive learning theory, social learning theory, reinforcement, types of reinforcement, administrative reinforcement, motivation, motivation and behaviour, theories of motivation, Maslow’s Theory, McClelland’s Need Theory, Contingency approach to motivation, McGregor’s Approach to motivation, Theory X and Y, Important elements of a sound motivational system.

Unit IV

Personality, concept of personality, personality theories, personality development, determinants of personality, personality and behaviour, organizational applications of personality, personality traits and personality attributes influencing organizational behaviour, decision making, rational decision making progress, ethics in decision making.

Unit V

Attitudes, Theories of attitude formation, factors in attitude formation, attitude measurement, attitude, interpersonal behaviour, transitional analysis, levels of self awareness, ego status, life positions, transactions, stroking, psychological games, benefits and uses of transactional analysis. Concept of leadership, leadership theories, leadership styles, employee-production.
orientation, managerial grid, tri-dimensional grid, Fiedler’s Contingency model, Hursey-Blanchard’s Situation Model, Path –Goal model of Leadership, successful leadership vs. effective leadership, leadership styles in Indian organization

Reference Books:

1. L.M. Prasad: Organizational Behaviour, Sultan Chand and Sons
   Wendell L French, Cecil H bell, Jr: organization Development, PHI

MHA 203. Research Methodology

Course outcome:

1. CO1: Knowledge of the meaning of research – methods and techniques of research – research problem – qualities of a good researcher – Re-search design.
3. CO3: Skill in Design and analysis of research studies
4. CO4: Skill in Validity analysis – Sensitivity, Specificity & Accuracy in Validity analysis, ROC curve
5. CO5: Familiarity with Health statistics (sources, rates), Vital statistics (methods of recording vital events, rates)
6. CO6: Knowledge of Research reports: Structure and components – steps in writing report – types of re-ports

Course objective

Subject deals with the scientific method of solving a research problem systematically so that they know how to go about doing their project and research work.

Sl.No. Course Content

1. Meaning of research 2hrs
2. Techniques of research 2 hrs
3. Research design – Basic concepts 1 hr
4. Estimation of sample size 2 hrs
5. Census and sample surveys 2 hrs
6. Primary and secondary data 1 hr
7. Schedules & questionnaires 2 hrs
8. Cross-sectional studies-design & analysis 1 hr
9. Case-control studies-design & analysis 2 hrs
10. Cohort studies-design & analysis 2 hrs
11. Clinical trials-design & analysis 2 hrs
12. Validity analysis 2 hrs
13. Vital & health Statistics 2 hrs
14. Steps in writing report 2 hrs

Total 25 hrs

Unit – I

Unit – II

Unit – III
Design and analysis of research studies: Design and analysis - Cross sectional studies, Case-control studies, cohort studies and clinical trials.

Unit - IV:
Validity analysis – Sensitivity, Specificity & Accuracy in Validity analysis, ROC curve

Unit-V:
Health statistics ( sources, rates ), Vital statistics ( methods of recording vital events, rates )

Unit - VI
Research reports: Structure and components – steps in writing report – types of reports

Reference Books:
3) Mark Woodward; Epidemiology - Study, Design and Data analysis; 2000; Chapman & Hall, CRC Series.
8) Dipak Kumar Bhattacharyya, Research methodology, Excel books, New Delhi.

MHA 204 Information Technology in Hospital Administration

Course Outcome:
1. CO1: Working knowledge of commonly used hospital Software and Hardware
2. CO2: Knowledge of Hospital Information System & EMR
3. CO3: Familiarity with Latest Advancement in Technology

Course Objective
To provide the basic practical applications of Microsoft Word, Excel and Power Point and to impact knowledge on Internet

Internet
1. Getting familiarize with the Internet
2. Working with e-mail, search engines, etc
3. Visit the websites related to your topics in healthcare

Webpage Designing (HTML, CSS, Front Page)
4. Create a static web page which displays your personal information
5. Create a web page which gives the information about a disease
6. Create an online registration form through which the user can register

PageMaker & Flash
7. Create a brochure for an Ayurveda hospital
8. Create a simple animation and embed in a web page
9. Create buttons using Flash and embed it in the menu page of the website.

**Mini Project –I**
10. Create a website for a healthcare tourism company

**Mini Project -II**
11. Create a website for the community outreach programme of a super specialty hospital.

**Project Management (MS Project)**

12. You have purchased 25 acres of land 10km away from the heart of the city. You want to build a 50 bedded Eye care specialty hospital and research centre. You have to prepare a plan of project activities using MS Project. Project should include as many appropriate tasks and summery tasks as you can think of, to get the project completed in eight months. You plan should include: tasks, summary tasks, recurring tasks, resources and their allocation to individual tasks. Include costs here also, as well as project calendar (Working times) and calendars for individuals working on the project.

(Ref. You will get additional information by visiting an Eye care Hospital. Eg: Dr.Giridhar Eye Clinic)

13. Familiarizing with the financial accounting package, tally.

**MHA 205 Hospital Supportive Systems.**

**Course Outcome:**

2. CO2: Familiarity with Blood bank Pharmacy –Hospital acquired infection control – Ambulance service- Transportation –Mortuary
4. CO4: Understanding of Maintenance –Electrical & plumbing System – Air –Condition System –Civil Engineering, General equipments –Bio –Medical services –Central medical gas system
5. CO5: Familiarity with Communication system –Telephone system –Nurses call system – Public address system –Safety and security –fire safety –Bomb treat –Emergency and Disaster pre-paredness

**Course Objectives:**
The object of these courses is to give a clear –cut idea to the students about the different Departments supporting the clinical care in a hospital and how they assist in the smooth functioning of the hospital to achieve quality care to the patients.

**Course Contents:**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Support Services, Introduction</td>
<td>1hr</td>
</tr>
<tr>
<td>Major components and their role Nuclear Medicine</td>
<td>1hr</td>
</tr>
<tr>
<td>Occupational Therapy</td>
<td>1hr</td>
</tr>
<tr>
<td>Recreational Therapy</td>
<td>1hr</td>
</tr>
<tr>
<td>Speech and hearing Therapy</td>
<td>1hr</td>
</tr>
<tr>
<td>LDR Suite</td>
<td>1hr</td>
</tr>
<tr>
<td>Telemedicine</td>
<td>1hr</td>
</tr>
<tr>
<td>Blood bank</td>
<td>1hr</td>
</tr>
<tr>
<td>Pharmacy</td>
<td>2hrs</td>
</tr>
<tr>
<td>Hospital acquired infection</td>
<td>1hr</td>
</tr>
<tr>
<td>Infection Control</td>
<td>1hr</td>
</tr>
<tr>
<td>Ambulance Service</td>
<td>1hr</td>
</tr>
<tr>
<td>Transportation</td>
<td>1hr</td>
</tr>
<tr>
<td>Mortuary</td>
<td>1hr</td>
</tr>
<tr>
<td>Volume Service Rehabilitation</td>
<td>1hr</td>
</tr>
<tr>
<td>Public and staff facilities</td>
<td>1hr</td>
</tr>
<tr>
<td>Dietary services and canteen</td>
<td>1hr</td>
</tr>
<tr>
<td>Sterile supply services in hospitals</td>
<td>1hr</td>
</tr>
<tr>
<td>Housekeeping and laundry</td>
<td>2hrs</td>
</tr>
<tr>
<td>Water treatment and sewage</td>
<td>2hrs</td>
</tr>
<tr>
<td>Bio Medical Services</td>
<td>2hrs</td>
</tr>
<tr>
<td>Maintenance</td>
<td>3hrs</td>
</tr>
<tr>
<td>Emergency and Disaster preparedness</td>
<td>2hrs</td>
</tr>
<tr>
<td>Fire hazards</td>
<td>1hr</td>
</tr>
<tr>
<td>Communication system</td>
<td>2hrs</td>
</tr>
<tr>
<td>Safety and security</td>
<td>2hrs</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>35hrs</strong></td>
</tr>
</tbody>
</table>

**Detailed Course Plan**

**Unit -1**

Unit-II

Blood bank Pharmacy – Hospital acquired infection control – Ambulance service – Transportation – Mortuary

Unit -III

Volunteer Service – Rehabilitation – Public and staff facilities – Dietary services and canteen – Sterile supply service in hospitals – House Keeping and laundry – Water treatment, Water Supply and Sewage System

Unit – IV

Maintenance – Electrical & plumbing System – Air – Condition System – Civil Engineering, General equipments – Bio – Medical services – Central medical gas system

Unit -V

Communication system – Telephone system – Nurses call system – Public address system – Safety and security – Fire safety – Bomb treat – Emergency and Disaster preparedness

Reference text:
2. Shakti Gupta, Sunil Kant: Hospital and Healthcare Administration, Japee Brothers, Medical Publishers (P) Ltd., B-3 EMCA House, 23/23B Ansari Road, Daryaganj, Post box 7193, New Delhi-11 0 002
3. S.L Goel and R .Kumar: Hospital Supportive Services, Deep & Deep Publications PVT LTD, F -159, Rajouri Garden, New Delhi -11 0027

MHA 206 Community Medicine and Outreach Programme

Course outcome:
1. CO1: Familiarity with Concepts of health and disease, Role of environment in public health, nutrition and health, Principles of Medical Entomology.
2. CO2: Knowledge of Principles and methods of Epidemiology, Epidemiology of major communicable and non-communicable diseases.
4. CO4: Familiarity with Health planning and management and principles of health administration, health care system, implementation of National Health Programmes and Mental Health and Geriatrics.

5. CO5: Knowledge about Visits to urban and rural health centres to study the organization and function and to understand implementation of National Health Programmes like National Vector borne Control Disease, RNTCP, Leprosy Control Programme and control of life style diseases.

**Course objective**

The objective of this course is to provide basic knowledge and skills in community medicine to students who are involved in community health care in their day to day professional activity and research. There is also a focus on administration and management in the Health Care System of the country. Practical and interactive sessions are planned to organize community health education programmes and outreach activities.

**Course plan**

*Unit I – 6 hrs*

Concepts of health and disease, Role of environment in public health, nutrition and health, Principles of Medical Entomology.

*Unit II – 6 hrs*

Epidemiology – Principles and methods, Epidemiology of major communicable and non-communicable diseases.

*Unit III – 6 hrs*

Health Education – aims and objectives, approaches and methods of Health Education, preparation of health education materials like slides, flash cards, flip chart, folders, posters and pamphlets, case study presentation.

*Unit IV – 6 hrs*

Health planning and management and principles of health administration, health care system, implementation of National Health Programmes and Mental Health and Geriatrics.

*Unit V – 6 hrs*

Visits / projects
Visit to urban and rural health centres to study the organization and function and to understand implementation of National Health Programmes like National Vector borne Control Disease, RNTCP, Leprosy Control Programme and control of life style diseases.

Project work and organization of community outreach programmes.

**Course content**

**Concept of health and disease** – 1 hr  
**Role of Environment in public health** – 2 hrs

Nutrition and health – 2 hrs

Medical Entomology – 1 hr

General Epidemiology – 2 hrs

Major communicable diseases: Epidemiology and Control – 3 hrs

Non communicable diseases: Epidemiology and control – 1 hr

Health Education: Introduction, aims and objectives – 1 hr

Methods of Health Education – 4 hrs

Preparation of Health Education materials – 1 hr

Public Health Administration, planning and management: Principles and methods – 1 hr

**Health Care System in the country** – 2 hrs

National Health Programmes – 2 hrs

Mental Health and Geriatrics – 1 hr
Project work and case study presentation – 2 hrs

Organizing community outreach programmes – 1 hr

Visit to rural and urban health centres – 3 hrs

**Total : 30 hrs**

The topics will be taken through lecture demonstrations, interactive sessions, presentation of project and case study and field visits.

**Reference books:**

**MHA 207 Operations Research & Biostatistics**

**Course Objective:**

The objective of this course is to provide the students an understanding about the financial and cost accounting systems and its applications in managerial decision making. Operations research is distinguished by its frequent use to examine an entire management information system, rather than concentrating only on specific elements. An operations researcher faced with a new problem is expected to determine which techniques are most appropriate given the nature of the system, the goals for improvement and constraints on time and computing power. For this and other reasons, the human element of OR is vital.

**Course Content:**

- Operations Research - 1 hr
- Linear programming - 3 hrs
- Sensitivity Analysis - 2 hrs
- Transportation Problem - 2 hrs
- Assignment Problem - 2 hrs
- Inventory Control - 2 hrs
- Game Theory - 2 hrs
- Network Analysis - 3 hrs
- Queuing Theory - 2 hrs
- Introduction to biostatistics - 1 hr
- Statistical data - 1 hr
Presentation of data -2hrs
Measures of central tendency -1hr
Measures of dispersion, skewness and kurtosis -1hr
Sampling techniques -2hrs
Probability theory -2hrs
Estimation -1hr
Test of significance -5hrs

Total -35hrs

Detailed Course Plan

Course Outcome :

1. CO1: Ability to formulate a viable project protocol.
2. CO2: Conduct of the project in a time bound manner.

Unit I
Introduction to OR –Application of OP techniques in modern managerial decision making –Linear Programming- formulation of LP –graphical method –simplex method – Special cases (degeneracy ,alternative optima, unbounded solutions and unfeasible solutions)- concept of duality and sensitivity analysis.

Unit II

Unit III

Unit IV
Game theory – Saddle point - Pure strategy- Dominance property- Inventory management techniques- EOQ

Unit V
Queuing Theory – Basic elements of a queuing model – Operating Characteristics of a queuing model – Operating characteristics of a queuing system (M/M/1 model).
Unit VI

Unit VII
Mean (calculation for individual, discrete and continuous serious), median (calculation for individual, discrete and continuous series), mode (calculation for individual series). Empirical relation connecting mean, median and mode. Merits and demerits of each type.

Unit VIII

Unit IX
Criteria of good sample –sampling designs –simple random sampling- stratified sampling-systematic sampling –multi phase & multi stage sampling –sample size- use of sampling-errors in sampling

Unit X

Reference Books:

MHA 209 Value Education (Second Sem)
1. **CO1**: Acquisition of the “skills for life” in addition to the skills to live.
2. **CO2**: Acquisition of positive lifelong values including ethics and etiquette.
3. **CO3**: The “practical applications” of the right values

---

**MHA210**  
Practical - Hospital Orientation (Second Sem)

1. **CO1**: Orientation with the logistics, supply etc.
2. **CO2**: Orientation with the quality assurance.

   Students gain orientation with concept of logistics and supply in hospital administration as well as familiarize with the concept of quality assurance.

---

**SEMESTER III**

**MHA 301 Management of Hospital Operations & Services**

**Course Outcome:**

4. **CO4**: Knowledge of Game theory – Saddle point – Pure strategy – Dominance property – Inventory management techniques – EOQ
5. **CO5**: Knowledge of Queuing Theory – Basic elements of a queuing model – Operating Characteristics of a queuing model – Operating characteristics of a queuing system (M/M/1 model).
7. **CO7**: Knowledge of Mean (calculation for individual, discrete and continuous serious), median (calculation for individual, discrete and continuous series), mode (calculation for individual series). Empirical relation connecting mean, median and mode. Merits and demerits of each type.
8. **CO8**: Knowledge of Range and mean deviation (for individual series ) – standard deviation (calculation for individual, discrete and continuous series) – co-efficient of variation – uses – correlation – different types of correlation – scatter diagram – Pearson’s correlation co-efficient – Spearman rank correlation coefficient – regression –
basic concepts – linear regression – lines of regression – estimation using lines of regression.


Course Objective

The Function of a good hospital today includes the entire spectrum devoted to the medical care of patients. In discharging these Functions, the hospital utilizes personnel and infrastructure. The objective of these courses is to give the students a broad view of the different departmental services and their operations, ranging from the domain of an ordinary primary health care center to that of a super specialty setting. This course gives the students thorough foundation knowledge of the broad range of specialties and supportive in a hospital.

Course Contents:

- Planning and design of hospital services: 10hrs
- Planning and design administrative services 10hrs
- Medical and ancillary services: 10hrs
- Nursing Service administration 10hrs
- Planning and designing public areas and staff facilities 10hrs
- Introduction to effective communication 10hrs

Total 60hrs

Detailed Course Plan

Unit 1

Planning and design of hospital services: financial planning, equipment planning, permanent hospital organization, functional plans for hospital construction, design team, hospital consultant, architect and engineers. Organizational structure, committee organizations, advantages and disadvantages of committees, the Chief Executive officer (CEO), duties, responsibilities and functions of CEO, Relationship of CEO with the governing board, organizational charts, management of the hospital, professional management of the hospital, recruitment and selection. Orientation, Training and development, readying the hospital to operate professionally.
Unit II

Planning and designing administrative services: Introduction, executive suite, location, design and space requirements of executives suite, professional service unit, functions, location design and organization of professional service unit. Planning and designing medical and ancillary services: Outpatient services, functions, design and facilities, situations and problems, emergency service, location, design and organization, facilities required other requirements.

Unit III

Medical and ancillary services: Surgical department, location, organization and design, facilities and space requirements, clinical and service areas, pulmonary medicine, requirements for pulmonary medicine, Cardiac Catheterization (CATH Lab), diagnostic and therapeutic procedures, location and facilities required, problem situations. Clinical laboratories, functions, location and design, organization of laboratory, facilities and space requirements, blood bank, radiological services, diagnostic radiology, requirements, radiation therapy department, organization, facilities and space requirements, problem situations, nuclear medicine, location and design, labour and delivery suite, labour and design, labour rooms, delivery rooms, caesarian section room, recovery rooms, birthing rooms, clinical and service areas, pulmonary medicine, requirements for pulmonary medicine, Physical medicine and rehabilitation, physical therapy, functions and functional areas, facilities, problem situations, recreational therapy, speech and hearing therapy, goals of speech pathology and audiology, facilities required.

Unit IV

Nursing Service Administration, functions, location design and organization of nursing service administration unit, other considerations and problem situations, planning and designing nursing services: General nursing unit, functional goals, functions and design, patient rooms, nurses rooms, facilities, pediatric nursing unit, obstetrical nursing unit, Psychiatric nursing unit, functions and design, isolation rooms, Intensive Care Units (ICUs) and Coronary Care Units (CCUs), functions, points to be considers before designing ICUs and CCUs, facilities required, newborn nurseries, full term nursery, observation nursery, premature nursery.

Unit V

Planning and designing public areas and staff facilities: Public areas of the hospital, entry and lobby areas, main waiting area, coffee shop, meditation room, staff facilities, safety in the hospital, hospital safety rules, safety in patient care, traffic and electric goods, health hazards, security and loss-prevention programme, internal control, methods of internal control, fire safety, what to do in case of fire, bomb threat, alarm system, alarms in a hospital, disaster and disaster preparedness plan,
Unit VI

Introduction to effective communication and Public Relation-Written Communication – Features of written communication –choice of words and phrases –Sentence and paragraph structure –Essentials of effective communication –Oral communication –Verbal and non-verbal –Face to face communication –Telephone conversation –Interviews- Seminars and group discussions- Audio – visual aids .Information technology and communication : Integrated Services Digital Network (ISDN) ,computer , video conferencing ,Local Area Network (LAN), Wide Area Network (WAN), internet ,World Wide Web (WWW), internet , multimedia , business communication in new millennium ,Business Process Outsourcing (BPO), IT enabled services, the concept of Public Relations, Tools of Public relations ,PR and communication skills ,qualities of a PRO , Anticipating issues and shaping actions , do’s and don’ts in PR.

Reference Texts:

3. Brg.Dr. M.A.George –The Hospital Administrator
4. S.L.Goel: Health Care system and Management (4 Volumes), Deep and Deep Publications, New Delhi Srinivasan-
5. Goel and Kulkarni _Hospital Core Services

MHA 302 Medical Terminologies and Basics of Anatomy and Physiology

Course Outcome :
1. CO1: Knowledge of basic word structure, suffix, prefix.
2. CO2: Knowledge of parts and functions of CVS, basic heart structure, names of great vessels, pulse points.
3. CO3: Knowledge of skeletal systesm, classification, names of bones & names of major joints.
4. CO4: Knowledge of muscular systesm, Types of muscle Intramuscular injections. "
5. CO5: Knowledge of blood and lymphatic system, Formed elements and functions Lymphatic organs and function basics of immu-nology
6. CO6: Knowledge of respiratory system, Parts and functions Lung Diaphragm. "
7. CO7: Knowledge of endocrine system, Function
Organs named Location"
8. CO8: Knowledge of Gastrointestinal system, Parts structure and function Related glands"
9. CO9: Knowledge of nervous system, Parts and functions Special sense organs"
10. CO10: Knowledge of reproductive system, Parts of male and female reproductive organs and functions
11. CO11: Knowledge of renal system, parts, structure and function.

Knowledge of basic anatomy and certain medical Terminology pertinent to Hospital ethics and Medico legal cases as well Negligence

Half Paper.( Ttal 50 marks only)

Total hours 15

I) Introduction - 3 hours
   1. Basic word structure - 1 hour
   2. Suffix - 1hour
   3. Prefix - 1hour

II) CVS -1 hour
   1. Parts and functions
   2. Basic heart structure
   3. Names of great vessels
   4. Pulse points

III) Skeletal system - 1 hour
    1. Classification
    2. Names of bones
    3. Names of major joints

IV). Muscular system - 1 hour
    1. Types of muscle
    2. Intramuscular injections
V ) Blood and lymphatic system - 1 hour
  1. Formed elements and functions
  2. Lymphatic organs and function
  3. Basics of immunology

VI) Respiratory system - 1 hour
  1. Parts and functions
  2. Lung
  3. Diaphragm

VII) Endocrine system - 1 hour
  5. Function
  6. Organs named
  7. Location

VIII) GIT - 2 hours
  1. Parts structure and function
  2. Related glands

IX) Nervous system - 2 hours
  1. Parts and functions
  2. Special sense organs

X) Reproductive system - 2 hours
  1. Parts of male and female reproductive organs and functions

XI) Renal system - 1 hour
  1. Parts
     2. Structure and function

SCHEME OF PAPER (TOTAL 50 MARKS) (30 for Uni. Exam. + 20 Internal.

I) 1-mark x 5 = 5 marks. (Suffix and prefix and basic word structure as objective assessment)

   e.g: Explain the following terms:
1. Removal of gall bladder-
2. Salpingitis -
3. Tracheostomy-
4. Dislocation-
5. Cataract -

II) Descriptive - 2.5 marks X 10 =25 marks

Example:
1. Name the valves of the heart and their location
2. Name the lobes of lung
3. Give two functions of liver
4. Name the bones of the axial skeleton
5. Name the sites of intramuscular injections
6. Name the lymphoid organs and state their functions
7. What are the parts of the brain and state the functions of the cerebellum
8. Name three joints of the upper limb
9. Enumerate the endocrine glands
10. Name the parts of the male reproductive organs & give the function of each.

MHA 303 Medical Records and Documentation

Course Outcome:
1. CO1: Knowledge of History of medical records administration, medical records in western and developing countries, opslip system, Departmental records system, unit record system, role of medical records in health care delivery, computerization of medical records, and format of medical records.
2. CO2: Understanding of Problem oriented medical records (POMR), database, problem list, patient care plan, progress notes, general medical records standards and procedure, assembling of forms in the medical records folders, medical record forms design, supply of medical records, and registration of medico –legal cases.
3. CO3: Understanding of Staff medical records, laboratory, radiology and pharmacy records, maintenance and control of movements of medical records, registration of birth and death, issues of medical reports and certificates, hospital statistics, classification of diseases and operations, preservation of records, rights and responsibilities of patients, important medical records registers.
4. CO4: Familiarity with Legal Aspects of Medical Records, Impact of Consumer Protection Act, Medical and Negligence, Documentation of the Medical Records,
Medical Audit, Methods, Audit Sheet, Benefits of Medical audit, Guidelines for preparation of Medical Reports.

5. CO5: Familiarity with Hospital information system and medical records, designing computer based medical records information processing system, role of computers in today’s medical office, flow of information in a medical office, building the patient file and data entry, post-ing ailment details, printing daily reports, organization and management of the medical records department- medical record procedures.

Course Objective:

The objective of this course is to impart modern scientific medical and health information systems that conform to international standards. This provide an effective techniques for management of medical record services for practitioners to assist in patient care, computerization, containing health care cost, evaluating quality of healthcare, medical education, medical research and healthcare administrative activities.

Courses Contents:

Medical Records administration: History - 1hr
Systems of medical records administration - 1hr
Role of medical records - 1hr
Format of medical records - 1hr

Problem oriented medical records - 1hr
Patient care plan progress notes - 1hr
General medical records standards and procedure - 1hr
Supply of medical records - 1hr
Registration of medico-legal cases - 1hr

Staff medical records - 2hrs
Registration of birth and death - 1hr
Issues of medical reports and certificates - 1hr
Classification of diseases and operations - 2hrs
Preservation of records - 1hr
Important medical record registers - 1hr

Legal aspects of medical records - 1hr
Medical malpractice and negligence - 1hr
Documentation of medical records - 2hrs
Media audit - 2hrs

Hospital Information System and medical records - 2hrs
Role of computers in today’s medical office - 1hr
Flow of information in a medical office - 1hr
Organization and management of medical records department - 2hrs

Medical record procedure - 1hr
Total - 30hrs

Detailed course Plan

Unit -1

History of medical records administration, medical records in western and developing countries, opslip system, Departmental records system, unit record system, role of medical records in health care delivery, computerization of medical records, and format of medical records.

Unit-II

Problem oriented medical records (POMR), database, problem list, patient care plan, progress notes, general medical records standards and procedure, assembling of forms in the medical records folders, medical record forms design, supply of medical records, and registration of medico –legal cases.

Unit-III

Staff medical records, laboratory, radiology and pharmacy records, maintenance and control of movements of medical records, registration of birth and death, issues of medical reports and certificates, hospital statistics, classification of diseases and operations, preservation of records, rights and responsibilities of patients, important medical records registers.

Unit –IV

Legal Aspects of Medical Records, Impact of Consumer Protection Act, Medical and Negligence, Documentation of the Medical Records, Medical Audit, Methods, Audit Sheet, Benefits of Medical audit, Guidelines for preparation of Medical Reports.

Unit-V

Hospital information system and medical records, designing computer based medical records information processing system, role of computers in today’s medical office, flow of information in a medical office, building the patient file and data entry, posting ailment details, printing daily reports, organization and management of the medical records department, medical record procedures.

Reference Books:

MHA 304 Management of Nursing Services

Course Outcome:

Course Objective
The objective of this course is to provide the modern concept of management and administration which are essential to provide best nursing service to the patients.

Course Contents:
Nursing – Introduction, Definition, Nurses Pledge - 2hrs
Professional Nursing - 1hr
Functions of and need for professional nursing - 1hr
Administration - 1hr
Specializations in nursing - 1hr

Staffing in hospitals and community setting - 2hrs
Leadership – Effective leadership in nursing - 1hr
Records and reports in hospital or healthcare - 2hrs
Budgeting – Meaning, importance, principles of a budget -1hr
Budget in health care system -1hr

Nursing Service Administration - Definition, purpose and objectives -1hr

Objectives and goals of nursing department -1hr
Nursing supervision -1hr
Evaluation of nursing service -1hr
Nursing standards -1hr

Ward management -2hrs
Management of environment -1hr
Management of client care -3hrs
Management of personnel -2hrs
Management and supplies and equipment -1hr
Control functions -3hrs

Total -30hrs

Detailed Course Plan

Unit –I

Introduction to Nursing: Nature and definition of nursing – Nurses Pledge – Professional nursing – functions of professional nursing – need for nursing administration – administration difference between administration and management – Planning – planning process in health services. (6 hours)

Unit –II


Unit –III


Unit –IV
Ward management – factors influencing ward management – management of client care –
Assessment of patient’s needs – planning for the client care – assignment of personnel for client
 care– planning time and work schedules – ward rounds – management of environment. (6 hrs)

Unit – V
Management of personnel – orientation of new personnel – interpersonal relationship –
management of supplies and equipment – control functions – essentials of god control system –
types of control system – quality assurance in nursing – materials management in hospitals –
storage of articles. (6 hrs)

Reference Texts:

1. B.T.Basavanthappa – Nursing Administration, Jaypee Brothers Medical Publishers

MHA 305 Elective – one of the following:

A) Bio-medical Waste Management.

Unit I
BMW Management and Handling Rule

Unit II
Segregation and collection , transportation and disposal of bio-medical waste

Unit III
Modern technology for handling BMW

Unit IV
Radio active waste handling

B) Quality in Health Services.

Course Outcome:

1. CO1: Familiarity with Quality Concepts
   Verifiable standards and parameters in evaluation of quality under NABH, NABL, ISO & NAAC"
2. CO2: Skill in Quality assurance and
Total Quality Management (TQM)

3. CO3: Familiarity with Quality Circle & Performance review
4. CO4: Knowledge of Hospital statistics and Quality control

Unit I
Quality Concepts
Verifiable standards and parameters in evaluation of quality

Unit II
Quality assurance
Total Quality Management (TQM)

Unit III
Quality Circle
Performance review

Unit IV
Hospital statistics and Quality control

C) Hospital Hazards.

Unit I
Introduction to hazards of operating a hospital

Unit II
General Safety
Fire safety

Unit III
Hospital Hygiene

Unit IV
Hospital acquired infection

Infection control
MHA 306 Social & Ethical Issues in Hospital Administration

Half paper (total 50 marks only)

Course Objective: Objective is to impart to students an awareness regarding the social and ethical responsibilities of people engaging in health care projects and also of employees in that field

Course Contents
Social responsibility theory of Business - 5 hrs
Ethical issues connected with hospital and health care management - 5 hrs
Main stakeholders and their involvement in health care scenario - 5 hrs
Responsibilities of Management in Hospital Administration - 10 hrs

Total - 25 hrs

MHA 307 Strategic Management

Course outcome:
1. CO1: Knowledge of strategic management- The nature and value of strategic management Dimensions of strategic Decisions – Formality in strategic management- Risk of strategic management

2. CO2: Skill in strategic management process –Components of the strategic Management Model Establishing company direction: developing a strategic – Vision, setting, objectives, and crafting a strategic

3. CO3: Skill in Industry and competitive analysis –Evaluating company resources and competitive capabilities Strategy and competitive Advantage

4. CO4: Familiarity with Strategies for competing in globalizing markets- Business models and strategies in the internet era –Tailoring strategy to fit specific industry and company situation

5. CO5: Familiarity with Strategy and competitive advantage in diversified company – Evaluating the strategies of diversified companies- Building resource strength and organizational capabilities – Management the internal organization to promote better strategy execution – Corporate culture and leadership keys to effective strategy execution.
Course Objectives:

Strategic management squarely targets what every student needs to know about crafting, implementing, and executing business strategies in today’s market environment. It would help the students to foresee and pre-plan their ideas before executing them.

Course Content:

Introduction to strategic management - 1hr
The nature and value of strategic management - 1hr
Dimensions of strategic Decisions - 1hr
Formality in strategic management - 1hr
Benefits of strategic management - 1hr
Risk of strategic management - 1hr

The strategic management process - 1hr
Components of the strategic Management Model - 1hr
Establishing company direction: developing a strategic Vision, setting, objectives, and crafting a strategic - 4hrs

Industry and competitive analysis - 2hrs
Evaluating company resources and competitive capabilities - 2hrs

Strategy and competitive Advantage - 2hrs

Strategies for competing in globalizing markets - 2hrs
Business models and strategies in the Internet era - 2hrs
Tailoring strategy to fit specific industry and company Situation - 2hrs

Strategy and competitive advantage in diversified Company - 2hrs
Evaluating the strategies of diversified companies - 1hr
Building resource strength and organizational capabilities - 1hr

Management the internal organization to promote better Strategy Execution - 1hr

Corporate culture and leadership –keys to effective Strategy Execution - 1hr

Total - 30hrs
Detailed Course Plan:

Unit I
Introduction to strategic management- The nature and value of strategic management
Dimensions of strategic Decisions – Formality in strategic management- Risk of strategic management

Unit II
The strategic management process –Components of the strategic Management Model
Establishing company direction: developing a strategic – Vision, setting, objectives, and crafting a strategic

Unit III
Industry and competitive analysis –Evaluating company resources and competitive capabilities Strategy and competitive Advantage

Unit IV
Strategies for competing in globalizing markets- Business models and strategies in the internet era –Tailoring strategy to fit specific industry and company situation

Unit V
Strategy and competitive advantage in diversified company –Evaluating the strategies of diversified companies- Building resource strength and organizational capabilities – Management the internal organization to promote better strategy execution – Corporate culture and leadership keys to effective strategy execution.

Reference text:


MHA 308 Logistics Management

Course Outcome:

1. CO1: Awareness of the concept of global operations and logistics and provide a Comprehensive framework to tackle typical operations and logistics problems.

2. CO2: Knowledge of the operation of logistics and supply chain management and apply relevant techniques to solve the problems
3. CO3: Competency to achieve the targets of supplying the rights goods at the right time at a minimum cost

4. CO4: Ability to provide the students with an in–depth knowledge of operations and logistics Management and its relevant techniques to optimize trade offs

Objectives:

1. To introduce the concept of global operations and logistics and provide a Comprehensive framework to tackle typical operations and logistics problems.
2. To enable the student to understand the operation of logistics and supply chain management and apply relevant techniques to solve the problems
3. To achieve the targets of supplying the rights goods at the right time at a minimum cost
4. To provide the students with an in–depth knowledge of operations and logistics Management and its relevant techniques to optimize trade –offs

Syllabus:

Unit I


Unit II

Introduction to elements of logistics, the system lifecycle and the need for logistics management. Developing a logistics strategy, understanding the consequences of that strategy. The impact of information technology on the logistics management.

Unit III

Measures of logistics: understanding factors such as the reliability, maintainability. Supply, support, transportation, packaging and handling factors. Economic considerations.

Unit IV

Logistics and phases: Design and Development, production/ construction, utilization and support and the system retirement, material recycling and disposal.
Unit V

Global operations Managements: The just –in –time Philosophy , operations planning and control , the management of capacity , techniques for achieving delivery performances, the performances use of computers ,distribution network and the measurement and control of logistics performances, mathematical modeling for distribution in the supply chain , stochastic optimization for logistic planning , network .

Unit VI

Technology and IT impact in supply chain management: Extended enterprises / Virtual enterprises and the internet.

References

5. European Logistics Software guide, Institute of logistics, U K
11. Journal of Logistics and Information Management

SEMESTER IV.

MHA 401 Project Appraisal & Evaluation

Course Outcome :

1. CO1: Ability to prepare and formulate a capital investment project correctly after appraising the project’s feasibility of customer needs.
2. CO2: Ability to assess and manage various types of risks in implementing projects
3. CO3: Ability to Plan, Organize , staff, lead ,monitor and control the implementation of a project for its completion within cost , time and performance parameters, and
4. CO4: Ability to Make and execute contracts for projects correctly, properly leveling scarce and limited resources.

Course Description:

Concepts and techniques of project formulation, evaluation and implementation; Project planning and scheduling; Risk management: Time –cost trade off; Resource leveling and allocation; Project monitoring and control: Contract Management.

Scope and Objectives

To enable the students to:

- Prepare and formulate a capital investment project correctly after appraising the project’s feasibility of customer needs.
- Assess and manage various types of risks in implementing projects.
- Plan, Organize, staff, lead, monitor and control the implementation of a project for its completion within cost, time and performance parameters, and
- Make and execute contracts for projects correctly, properly leveling scarce and limited resources.

1 Overview
2. Market and Demand Analysis
3. Technical Analysis
4. Financial Estimates and Projections
5. Investment Criteria
6. Financing of Projects
7. Introduction to Project Management
8. What is Project Management
9. Planning Fundamentals
10. Network scheduling and PDM
11. PERT, CPM, Resource Allocation, and GERT
12. Cost Estimating and Budgeting
13. Managing Risks in projects
14. Project control – Project Management Information Systems
15. Project Evaluation, Reporting, and Termination
16. Project Organization Structure an Integration

Prescribed Text Books

Reference Books


Samuel J Mantel et al., Project Management Core Textbook, First Indian Edition, Wiley India -2005

MHA 402  Enterprise & Resource Planning

AIM

To know the strategic importance of Enterprise Resource Planning

Course Outcome:

1. CO1: Knowledge of the basics of ERP
2. CO2: Understanding of the key implementation issues of ERP
3. CO3: Knowledge of the business modules of ERP
4. CO4: Awareness of some popular products in the area of ERP
5. CO5: Familiarity with the current and future trends in ERP

Course Contents

What is meant by ERP -5hrs
ERP as a function of Management -5hrs
Strategic Planning and Implementation-an overview -10 hrs
Application of Benchmarking in ERP - 5hrs

Management by objectives –its application in ERP - 5hrs

Role of Management consultancy services in ERP -5hrs

OBJECTIVES

➢ To know the basics of ERP
➢ To understand the key implementation issues of ERP
➢ To know the business modules of ERP
➢ To be aware of some popular products in the area of ERP
➢ To appreciate the current and future trends in ERP

UNIT I INTRODUCTION

ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and related
Technologies, Business Process Reengineering (BPR) , Data Warehousing , Data Mining,
OLAP, SCM

UNIT II ERP IMPLEMENTATION

ERP Implementation Lifecycle, Implementation methodology, Hidden Costs, Organizing the
Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and
Employees, Project Management and Monitoring

UNIT III THE BUSINESS MODULES

Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant
Maintenance, Materials Management, Quality Management , Sales and Distribution

UNIT IV THE ERP MARKET

ERP Market Place, SAP A G, PeopleSoft, Baan, JD Edwards, Oracle, QAD, SSA

MHA 403 MAIN PROJECT –WORK IN HOSPITAL
HEALTH CARE ORGANISATION

Course Outcome :
1. CO1: The ability to present a successful project.
2. CO2: The ability to logically address the question addressed in the project.

Project Evaluation. Competency in presenting a successful project and the ability to
address the question addressed in the project

MHA 404 VIVA –VOCE

Course outcome :
1. CO1: Evaluation of the knowledge of the candidate through viva voce.
2. CO2: Evaluation of the attitude and communication skills of the candidate.

Competency in performing viva voce and assessment of attitude and communication skills
of candidate
MHA 40 Soft Skills Elective Course

1. CO1: The ability to incorporate the principles of sustainability in public health interventions.
2. CO2: The ability to apply human values in public health programmes.
3. CO3: The ability to work as a member of a team.
4. CO4: Teaching abilities.
5. CO5: Attitude to be a lifelong learner.